Introduction

Performance Appraisal may be defined as a formal structured interaction betweena subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identify weaknesses and strengths as well as opportunities for improvement and skills development in the organization.

Performance appraisal is necessary to measure the performance of the employees in the organization to check the progress towards the desired goals and aims. Performance appraisal helps to rate the performance of the employees and evaluate their contribution towards the organizational goals. If the process of performance appraisals is formal and properly structured, it helps the employees to clearly understand their roles and responsibilities and give direction to the individual's performance. It helps to align the individual performances with the organizational goals and also review their performance. Performance appraisal takes into account the past performance of the employees and focuses on the improvement of the future performance of the employees.

Heyel, "It is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed, for purposes of administration including selection for promotions, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally."

Cummings, "The overall object of performance appraisal is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it. Such appraisals achieve four objectives including the salary reviews, the development and training of individuals, planning job rotations and assistance in promotions."

Performance appraisal is also closely linked to other HR processes like helps to identify the training and development needs, promotions, demotions, changes in the compensation etc. Performance appraisal encourages employees to reinforce their strengths and overcome their weaknesses.

Performance appraisal process follows a set pattern and it consists of following steps**:**

- Establishing performance standards
- Communicating the Standards
- Measuring Performance
- Comparing the actual with the standards
- Discussing the appraisal
- Taking Corrective Action

Performance appraisals have been categorized into traditional and modern methods:

Traditional methods**:**Confidential Report, Straight Ranking, Paired-Comparison Method, Graphic Rating Scale Method, Forced Distribution Method, Critically Incident Method, Checklist Method, Essay Method and Field Review Method

Modern methods: Management By Objective Method, Behaviorally Anchored Rating Scale (BARS), Assessment Center Method, 360 Degree Feedback Method, Human resource accounting and Self-Appraisal.

Career Advancementis the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future.

In organizational development the study of career advancement looks at:

- How individuals manage their careers within and between organizations and,
- How organizations structure the career progress of their members.

Performance appraisal & career development includes the area of career development, area of occupational psychology and area which offers a great deal of job satisfaction.Innovative career planning is a most important aspect of human resource management to plan career, to get ahead in job and to get promotions.

Flippo, "A career is a sequence of positions held by a person during the course of lifetime. It comprises of a series of work related activities that provide continuity, order and meaning to a person's life."

A career of individual undergoes a number of stages:

- Exploration
- Establishment
- Mid-career
- Late career
- Decline

Career advancement can be done if proper career planning is done which includes following steps:

- Preparation of human resource inventory.
- Identifying individual career needs.
- Analyzing career opportunities.
- Matching of employee's need with career opportunities.
- Formulation and implementation of training and development programme.
- Review of career plan.

Relation between Performance Appraisal and Career Advancement

Career advancement and performance appraisal can be more meaningful for the organization and their employees when each system draws on the strength of the other.

The "now" orientation of performance appraisal and the "future" orientation of career development contribute to the same goal that is talent development. Career advancement involves the promoting of employees' skills and knowledge which can be best achieved by displaying concern for current performance as well as future contributions. More and more, workers join organizations with an eye toward making ongoing and increasing contributions. Organizations can cultivate this by using data about current performance to help in planning for future development.

Performance appraisal maybe considered as the process through which an organization tries to judge the relative worth of an individual employee in performing his/her job. So in order to increase the performance of employees they have to be made career conscious for this the career advancement is necessary once they decide about their career it will help them to perform better.

Career fundamentally is viewed as a relationship between one or more organizations and individuals. As organizational involvement in career advancement is increasing many of today's workers have high expectations about their jobs. Workers expect more from their jobs than just income. A further impetus to career planning is the need for organizations to make the best possible use of their most valuable resources that is the people in a time of rapid technological growth and change.

As further the performance appraisal undertakes the functions which seek to provide adequate feedback to each individual for his performance and serves as a basis for improving or changing behavior towards more effective working habits. It also aims at providing data to managers by which they may judge job assignments and compensation in future. This will help the employees to achieve balance between individual career needs and organizational workforce requirements. It will provide mechanism for meeting the present and future human resource needs of the organization. Basically career advancement practices are designed to enhance the career satisfaction of employees and to improve organizational effectiveness.

Impact of Performance Appraisal on Career Advancement

Nowadays, performance appraisal is needed in every organization and its role is very important and here the performance appraisal role is seen with reference to agricultural research institutes. The role of agricultural institutes is to conserve the natural resources for boosting the agricultural production and productivity of the country. All of these efforts and resources will aim at this national initiative of production enhancement without degrading the environment. Finally the aim is to make agricultural land a people's program for addressing national resource management and livelihood issues. These Institutes conducts specialized tailor-made short term training and sensitization courses for officials sponsored by various agencies in India and abroad.

The scope of performance appraisal in research institutesis that with paradigm shift from supply driven to demand driven activities, planning and execution of watershed programmes in a participatory mode has become immensely important. Stakeholders and implementing agencies must work hand in hand. Further, various other aspects also deserve attention to insure livelihood security of masses living in watershed areas through integrated watershed management programmes (IWMP). Considering the non-availability of enough skilled manpower well-versed with modern approaches and tools, required to handle the future challenges, revision in training module becomes inevitable. This will enhance the working efficiency of those involved in these institutes and other livelihood related activities in the IWMP of the government and other watershed/land development projects of the national and international organizations/agencies. Thus, existing training programmes needs to be revamped and updated aiming to cater to the future demands.

Supervisors and managers should, therefore, engage in performance appraisal planning from the first day of the evaluation period until the appraisal meeting by becoming familiar with their employer's performance management system and employee evaluation methods. In addition to learning the fundamentals about performance management, supervisors must provide continuous and ongoing feedback to employees throughout the evaluation period. The final steps include preparing the actual appraisal form and conducting the appraisal meeting.

Overview of Agricultural Research Institutes

The Indian Council of Agricultural Research (ICAR)is an autonomous organizationwhich comes under the Department of Agricultural Research and Education, Ministry of Agriculture, government of India. Formerly known as the Imperial Council of Agricultural Research, it was established on 16 July 1929 as a registered society under the Societies Registration Act, 1860 in pursuance of the report of the Royal Commission on Agriculture. ICAR has its headquarters at New Delhi and has 99 ICAR institutes and 53 agricultural universities spread across the country. It has played a great role in enabling the country to increase the production of food grains by four, horticultural crops by six, fish by nine (marine five and inland 17), milk six times and eggs 27 times since 1950.Union Minister of Agriculture is Sharad Pawar President and DR.S.Ayyappan is Director General of ICAR. It has two bodies:

- The General Body, the supreme authority of the ICAR, is headed by the Minister of Agriculture, Government of India
- The Governing Body which is the chief executive and decision making authority of the ICAR. It is headed by the Director-General.

This council helps to plan, undertake, aid, promote, co-ordinate education, research on agriculture, agroforestry, animal husbandry, fisheries, home science and allied sciences. It also provides, promote and undertake consultancy services in the fields of education, research, training and dissemination of information and look into problems relating to broader areas of rural development concerning agriculture, including post-harvest technology, by developing co-operative programmes with other organizations such as the Indian Council of Social Sciences Research, Council of Scientific and Industrial Research, Bhabha Atomic Research Centre, and universities. Indian council of agricultural research comprises of various institutions, deemed universities, institutes, project directorate, national research centres, agricultural research service, agricultural scientist recruitment board, government agencies and universities for higher education.

Here the impact of performance appraisal on career advancement will be studied in some of the agricultural research institutes of Indian council of agricultural research. These agricultural research institutes are related to research on agroforestry, agricultural engineering,agricultural statistics, buffaloes,dryland agriculture, horticulture, potato, water management, soil and water conservation, sheep and wool, soil sciences and many more.All the institutes of Indian council of agricultural research undertake extension activities for technology transfer, provide

leadership and co-ordinate network of research with state agricultural universities for generating location-specific technology and value addition. Indian council of agricultural research conduct graduate, post-graduate, doctoral research program and collaborate with relevant national and international agencies in achieving the targets of the research institutes.They lead in development of agricultural knowledge management and information system for strengthening the national agricultural research system.

In agricultural research institutes the performance appraisal helps in career advancement and it stands for the forward looking employment policies which take into account the career of individual employees involved in various tasks. It unites institutes human resource planning with the individual career needs and motivates the employees to identify themselves fully with the organization to ensure expected level of organizational commitment. Career advancement is used as a managerial technique for mapping out the entire career of employees from employment stage to retirement stage. It involves discovery, development, planned employment and reemployment.

Review of Literature

Review of literature can be defined as a summary of the current state of knowledge in a particular field.

Various relevant reviewed literatures related to the study are as follows:

Articles Reviewed

- **Boyd Charlotte and Turton Cathrynwith Hatibu N., Mahoo H.F., Lazaro E. and Rwehumbiza F.B., Okubal P. and Makumbib M. (2000)**,in their paper***"The contribution of soil and water Conservation to sustainable livelihoods in semi-arid Areas of Sub-Saharan Africa"*** stated that in Tanzania, SWC plays an important role in the farming systems of the case study villages and there are signs of increasing investment in SWC practices. Investment by certain types of household may be increased nevertheless. Different climatic and geophysical contexts play a major role in this divergence, but a closer look at the livelihoods in the two countries helps to explain the difference in trends.[1]

- **Jenkins Alan (2005),** in his article ***"Performance Appraisal Research: A critical review of work on: The Social Context and Politics of Appraisal"*** stated that the review of the "social context and politics of performance appraisal", is not pretending in any way to be exhaustive, has attempted to raise the essential questions that its analysis poses, that is to bring together a variety of literatures and to point out some of their strengths and weaknesses. Emphasis was placed on two aspects of the overall area, each of which has generated a distinct literature; on the one hand, the "politics of diffusion and system change" and on the other "the politics of rating".[2]

- **Grund Christian (2007)**,in his paper ***"Individual and Job Based Determinants of Performance Appraisal: Evidence from*** *Germany"*examined empirical examination of individual and job based determinants of performance appraisal usage was done in that it was shown that both individual (sex, age, risk attitude) and job based (position, industry, firm size) aspects matter. Appraisals are used for promotion decisions especially for civil servants, younger employees and in large firms. These appraisals determine bonus payments made to individual employees. Bonuses are paid more frequently to

white collar, full-time male employees in particular. It was mentioned that the high practical importance of appraisal research would be desirable for future research.[3]

- **Gassman P. W., Reyes M. R., Green C. H., Arnold J. G. (2007),** in their article ***"The Soil and Water Assessment Tool: Historical Development, Applications and Future research Directions"***examined that the wide range of SWAT applications that have been described here underscores that the model is a very flexible and robust tool that can be used to simulate a variety of watershed problems. The ability of SWAT to replicate hydrologic and/or pollutant loads at a variety of spatial scales on an annual or monthly basis has been confirmed in numerous studies. The SWAT model will continue to evolve in response to the needs of the ever-increasing worldwide user community and to provide improved simulation accuracy of key processes. A major challenge of the ongoing evolution of the model will be meeting the desire for additional spatial complexity while maintaining ease of model use. This goal will be kept in focus as the model continues to develop in the future.[4]

- **Lawler III Edward (2010),**in his article ***"Performance Management: Creating an Effective Appraisal System"***summarized and concluded the discussion of performance management as those "who argue for abandoning performance appraisals may will be right but when it comes to organizations they are not willing or able to follow the ten principles presented in this article". However, by abandoning them, they are giving up on a potentially valuable tool that when used properly, can make a significant contribution to their organization's effectiveness.[5]

- **Virani Shreya Rustum (2011)**,in her paper***"An analytical study of Performance Appraisal system of the selected information technology enabled services (ITES) companies"*** examined the existing performance appraisal systems of the selected ITES companies have been evaluated on the basis of "criteria's considered for appraisal, process of communicating standards, feedback mechanism, performance review process, Clarity of performance appraisal process and transparency of performance appraisal process", with the help of questionnaire analysis. It was concluded that the majority of

respondents of the selected ITES companies are in agreement with their existing performance appraisal system.[6]

- **Kamphorst Jurjenj.A., Swank Otto H. (2011)**, in their article ***"The Role of Performance Appraisals in Motivating Employees",*** investigated how a manager's performance appraisal affects an employee's future performance. Couples of results are being derived. First, it is shown that even though a performance appraisal is cheap-talk. Second, for a wide range of parameters the manager tends to give positive appraisals. Third, on average, a positive appraisal motivates an employee more than a negative appraisal. Fourth, the effect of appraisals on an employee's future performance depends on the employee's perception of the ability of the manager to assess his performance. Finally, analysis suggests an explanation for the centrality Essential for our results is that the relationship between performance and pay depends on the manager's ability to assess the employee's performance.[7]

- **Obisi Chris (2011),**in his paper ***"Employee Performance Appraisal and Its Implication for Individual and Organizational Growth"***opined that a local government manager is effectively managing their employees and operations. The study also provided a preliminary insight into the specific factors associated with the effectiveness of the PMSs for smaller and larger sized councils. For instance, the link of performance to rewards was associated with both performance and staff related outcomes but only for the smaller councils. Hence, the motivation of staff appears to be particularly relevant for smaller sized councils, and less relevant for larger sized councils.[8]

- **Mishra Dr.Lalita (2013)**, in her paper ***"A Research Studyon Employee Appraisal System (Case of Hong Kong and Shanghai Banking Corporation (Hsbc bank))"*** examined that the main job of human resources is to judge the behavior of employees and overall performance within the organization so as to ensure accomplishment of tasks. The job performance system can be implied in qualitative and quantitative manner as the requirements of the appraisal differs from organization to organization and employees. The process of performance appraisal has to be carried out for the benefits of management and at the same time, it also motivates employees for the action required by the management of

the organization. The performance appraisal plays a very vital role in the organization in achieving the goals of the organization.[9]

- **Swift Samuel, A. Moore Dona, and Sharek Zachariah S. (2013)**, in their article ***"Inflated applicants: Attribution errors in Performance Evaluation by professionals"*** examined the studies supports the hypothesis that people rely heavily on nominal performance (such as GPA) as an indicator of success while failing to sufficiently take into account information about the distributions of performances from which it came. To the extent that admission officers and hiring managers generally show the same biases in graduate programs and businesses they are collectively choosing to select candidates who demonstrated their merit in favorable situations rather than selecting the best candidates. The consequences could be substantial for both the sufficiently qualified and unselected candidates as well as for the organizations that systematically select lower performing candidates.[10]

- **Baird Kevin, Schoch Herbert and Chen Qi (James)**, in their article ***"Performance Management system effectiveness in Australian local government"*** provided a preliminary insight into the specific factors associated with the effectiveness of the PMSs for smaller and larger sized councils. The motivation of staff appears to be particularly relevant for smaller sized councils, and less relevant for larger sized councils. Similarly, while outcome orientation was significantly associated with performance related outcomes this association was only found for smaller sized councils, indicating that these councils may need to place greater emphasis on efficiency and effectiveness in order to achieve organizational outcomes.[11]

- **Brown Michelle, Hyatt Douglass, and Benson John,**in their article***"Consequences of the Performance Appraisal Experience"***examined the relationship between a single feature of a performance appraisal process and human resource outcomes. It is also concluded that the Organization's need is to acknowledge the importance of the overall performance appraisal experience while evaluating its consequences for human resource management outcomes.[12]
- **Sudin Suhami *"Fairness of and satisfaction with Performance Appraisal process",***stated that the literature detailing the relationship between perceptions of fairness of performance appraisal system and how it affects employee

reaction toward the system is explored. A review of theoretical and empirical research appears to indicate that employee perceptions of fairness and their reactions would normally have chain effect, that also affect the benefits of the system. Hence, an in depth understanding of the dynamic relationship of organizational justice in performance appraisal is vital in facilitating and enabling performance appraisal to be a productive means for both organization and employee to achieve their goals.[13]

- **Maheswari A.Uma, Kumari P.**, in their article ***"A Performance Appraisal Model Using Multi Fuzzy Criteria Group Decision Making",***examined the opinions of decision makers with regard to the employee's performance based on various criterions are represented as linguistic variables. These linguistic variables are fuzzified using TrFN's which helps in capturing the uncertainty associated with human judgment. In this paper an attempt has been made to model a performance appraisal system which is a back bone of every organization. The future direction of research is to develop a Fuzzy Expert System or a Decision Support System which acts as a performance Appraisal System to monitor the performance of employees in any organization.[14]

- **Messah Omboi Bernard, Kamencu Shadrack M.**, in their paper ***"The Effect of Performance Appraisal System on Employee in Kenya Tea Development Agency: A Survey of Selected Tree Factories in Meru Country-Kenya",*** revealed that competence, assessment and development, management by objectives, performance based pay and employee training all affected employee performance in Kenya Tea Development Agency. However the factors, employee training, performance based pay, and management by objectives were the key factors that influenced employee performance as indicated by the respondents whereby they rated those three to a great extent. However, the factor, competence, assessment and development could not be ignored since it was rated to a moderate extent by the employees and indicated that it has also contributed a lot to employee performance.[15]

Books Reviewed

- **Rao Vsp (2005),** in their book titled***"Human Resource Management, Text And Cases",*** stated that it abounds in meritorious features (such as tables, charts, illustrations, skill building exercises, cases, games, incidents) which set it apart from other books on management. The topics have been presented in a simple, concise and interesting manner. Every attempt has been made to maintain easy readability and quick comprehension. Contemporary examples, personality profiles, corporate experiences have been provided at relevant places to enrich the contents further.[1]
- **Luecke Richard (2006),** in their book titled***"Performance Management, Measure and Improve the Effectiveness of Your Employees",***stated that it provides the best information about employee performance in a practical format. It provides various examples drawn from the contemporary business scene, with practical tips to make one efforts more effective.[2]

ResearchMethodology

Research methodology is the search for knowledge through objective and systematic method of finding a solution to the problem.

Redman Mory, "Research is Systematized effort to gain new knowledge"

Clifford Woody, "Research comprises of defining and redefining problems, formulating hypothesis or suggested solutions; collecting organizing and evaluating data; making deductions and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis.

This section is devoted to a description of the methodology which includesjustification and relevance of study, scope of study, objectives, hypotheses, research design, sample design, sources of data andmethods of data collection, data analysis tools and limitations of the study.

Justification and Relevance of Study

Performance appraisalprovides a means for informing employees about the quality of their work and identifying areas of performance that may need improvement. For this research study it is reviewed that performance appraisal influences the employee's satisfaction, increaseeffectiveness of employees, recognize the importance of agricultural land with the help of various strategies for short and long term conservation measures in farm planning, which kind of work and expectations required, how the performance of employees is monitored and rated and what kind of reward is given for good performance. It is observed that performance appraisal satisfies the psychological needs along with increasing employee's job satisfaction and morale.

The concluded part will be further used to research that how in agricultural research institutesthe Performance appraisal is adequate to perform tasks, to fulfill responsibilities, to meet behavioral and conduct standards, to perform other job requirements at desired levels of competence, to see whether the performance appraisal is helpful in maintaining control on the work of supervisors and to make the most effective use of their staff resources. Further, it will be observed that how performance appraisal documents provide a supportable basis for making personnel decisions including, merit pay adjustments, promotions, transfers, continued employment, or terminations.

Scope of the Study

As in present context, because of change in the perspective of criteria for measuring success the role of career advancement has expanded. Due to this career advancement will be important to the employees and organization both by specifically determining goals, self-development, increasing productivity, increasing availability of talent, promoting organizational image, attracting and retaining talent and protecting interests of employees. For this the timing of evaluation of employee's performance must be frequent. Performance appraisal is used to check the suitability of an employee for a particular post, assessing the promotability, worthiness for pay increase and various other needs for the betterment of the research institutes.

This study is based on impact of performance appraisal on career advancement in agricultural research institutes. This research may serve as useful to the institutes by knowing where employees stand so far as their performance is concerned and by assisting them and providing guidance for the purpose of achieving higher development, determining how to reduce employee dissatisfaction, observing the manner by which institutes provide the career advancement which is desired by the employees and determining the way by which an institute can meet career aspirations. The advantage of this study is that it will contribute to enhance performance appraisal that will monitor career advancement in the research institutes.

Objectives of the Study

The main objectives of the research are as follows:

- To find out the human resource policies regarding career enhancement within the organization.
- To study the parameters used to appraise the performance effectiveness on employees.
- To identify factors influencing the performance appraisal in the research institutes.
- To assess the impact of outcomes of performance appraisal on career advancement of employees.

Hypothesesof the Study

The following hypotheses have been formulated for this research study**:**

Ho_1:There is no significant impact of performance appraisal on career advancement of employees.

Ho_2:There is no significant relation between performance appraisal and employee performance.

Research Design

A plan of action to be carried out in connection with a research project is called research design. Research design specifies the procedure for controlling the research project. It is the logical and systematic planning and directing of a research.

In this research study exploratory research design will be used by the researcher to find out the impact of performance appraisal on career advancement because this research is concerned with discovery of ideas and insights and it provides an opportunity for considering different aspects of a problem under study. For this the primary and secondary data will be collected.

Sources of Data

A Source of data includes the method of data collection which is done after the research problem has been found out and research design is finalized**.**

Here the data will be collected from various employees of agricultural research institutes through personal interaction, questionnaire, mere interaction, formal discussion with different respondents and face to face contact with the persons to obtain the information which will be first hand and original in character**.**

Methods of Data Collection:

a). Primary Data.

b). Secondary Data.

Primary Data:

It is the information which will be collected directly without any reference. In this study, it will be gathered through surveys via questionnaire with various employees, human resource officers and other concerned people. Some of the information will be verified and supplemented through personal observation. Use of other primary data collection methods like interview with various officers and employees in organization, schedules and consumer panels may also be done.

Secondary Data:

The Secondary data will be collected from already published sources such as pamphlets, annual reports, various journals and internal records. The data collection includes:

- Reference from textbooks and journals relating to the agriculture, performance appraisal and career advancement books in India.
- Annual reports of the institutes.
- Human resource policies, rules and regulations of the institutes.
- Government policies.

Sample Design

Sampling is simply the process of learning about population on the basis of sample drawn from it. There are two types of sampling techniques:

a) Probability sampling

b) Non-probability sampling.

Simple random sampling (non-probability sampling) is employed by the researcher with a purpose to select a sample of employees working in agricultural research instituteswhere all elements of the population have the same probability of being selected.

Universe

A well specified and identifiable group is known as universe.

The universe in this research study comprises of various agricultural research institutes which comes under Indian council of agricultural research which is the apex body for coordinating, guiding and managing research and education in agriculture including horticulture, fisheries and animal sciences in the country.

Sample Size

The number of individuals included in the sample is called the size of the sample. selected number of persons and objects is known as sample. Thus, the sample is small representation of population.

In this research study sample size of 500 employees is selected who are working in different agricultural research institutes of Indian council of agricultural research.

Data Analysis Tools

After the collection of data it has to be processed and analyzed for ensuring that the study comprises of all relevant data for making comparisons and analysis. The term analysis refers to the computation of certain measures along with searching for patterns of relationships that exist among data group. In the process of analysis, relationships or differences supporting or conflicting with the original or new hypothesis should be subjected to statistical test of significance to determine with what validity data can be said to indicate any conclusions. For this various parametric and non-parametric tests for hypothesis testing are used.

Here in this study for finding the impact of performance appraisal on career advancement and to analyze various important factors the data so collected will be tabulated suitably for the purpose of the analysis and appropriate use of inferential statistical tools like Chi-square test, ANOVA,Factor Analysis may be done.

Limitations of the study

The major limitations of the study include the following:

- The study may not get information from an in depth prospective of institutes.
- The study may not be the necessary solution to the problem that exists in agricultural research institutes.
- The study may consist lot of breaks and hindrances during the research.
- The respondents may give bias answers which can lead to incorrect conclusions during the research.

Chapterization

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1.2 Career Advancement
1.3 Relation between Performance Appraisal and Career Advancement

Chapter 2 : Overview of Agricultural Research Institutes

Chapter 3 : Research Methodology

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Chapter 4 : Data Analysis and Interpretation

Chapter 5 : Impact of Performance Appraisal on Career Advancement inAgricultural Research Institutes

Chapter 6 : Conclusion
6.1 Findings
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Appendix: Questionnaire

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